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Title of Presentation:

CS-CSS Unit Integration into ARFORGEN

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Improving CS/CSS Unit Integration into ARFORGEN
US Army Reserve Studies

Information Brief to MORSS

9-13 June 2008

Introduction

- **Study Purpose:**

  To compare Army Reserve (AR) [training strategy (ARTS) alternatives](#) for the year 2011, while evaluating impacts on resources and on the availability of AR forces to Combatant Commanders under the Army Force Generation (ARFORGEN) concept.

- **Scope:**

  Focus of the analysis is on operational training changes required at AR echelons above brigade (EAB) Combat Support (CS)/Combat Service Support (CSS) units based on the new Office of the Secretary of Defense (OSD) mobilization policy.

- **Background:**

  – Mobilization policy memos.

  19 JAN 07, the Secretary of Defense (SECDEF) issued the Utilization of the Total Force memorandum limiting Reserve force individual mobilization to one year, excluding individual skill training and post-mob leave (at service discretion).

  15 MAR 07, the Under Secretary of Defense for Personnel and Readiness issued follow-up guidance on implementation of the SECDEF memo.

  – Other details.

  Mobilization of units will be managed on a unit basis (minimizing cross-leveling).

  The SECDEF requires authorization for exceptions based on operational tempo.

Constraints, Limitations, and Assumptions

- **Constraints:**
  - Office of the Chief of the Army Reserve (OCAR) required draft analysis results by DEC 07.
  - Emerging results fed Training Program Evaluation Group (PEG) preparation for the 2010-2015 Program Objectives Memorandum (POM).
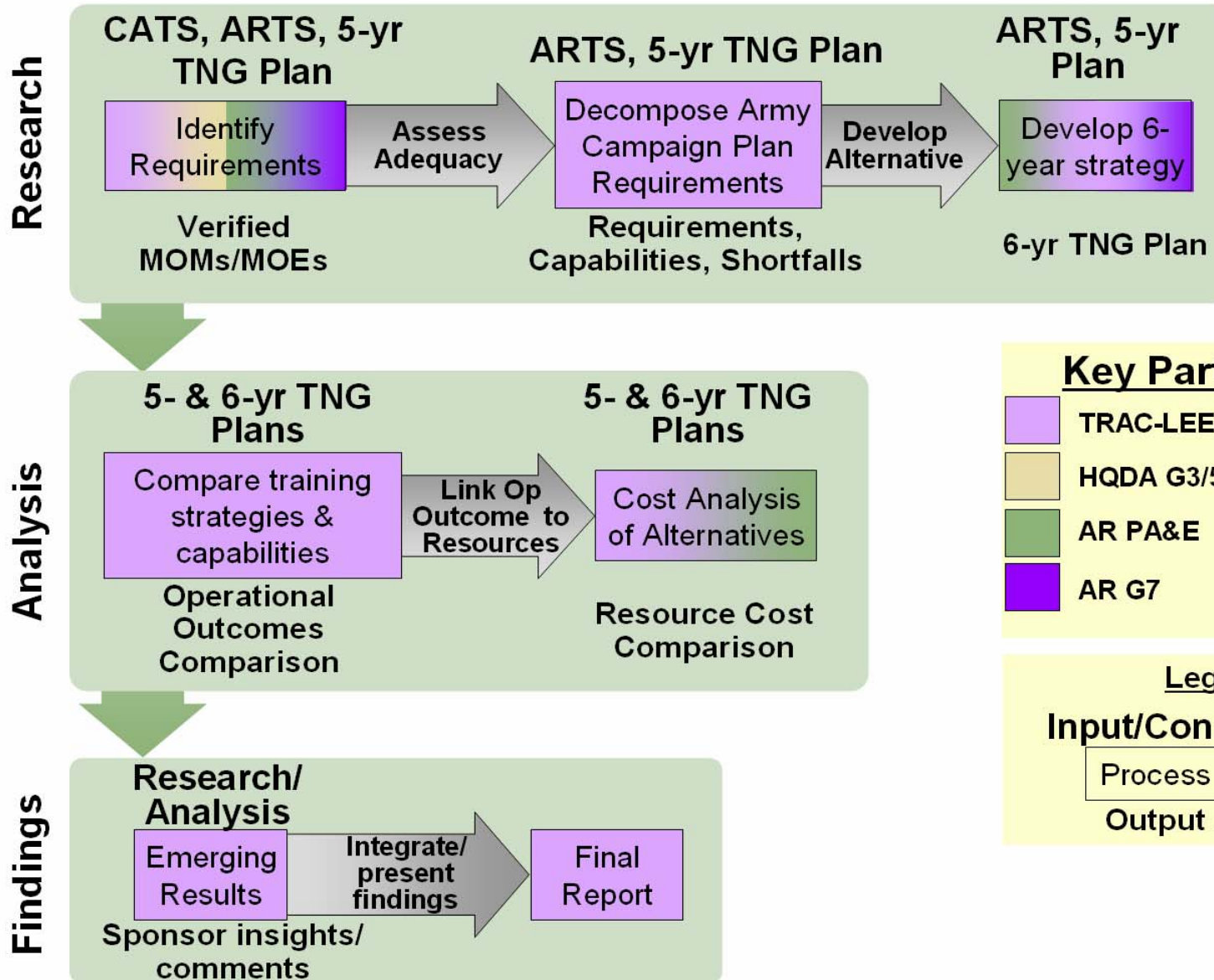
- **Limitations:**
  - The AR does not have a drafted 6-year training strategy. Final draft of current 5-year Army Reserve Training Strategy (ARTS) was signed in Dec 07.
  - The OSD policy as it relates to the AR was not clear.
  - The Army Combined Arms Training Strategy (CATS) does not cover EAB CS/CSS units.
  - Changes in collective training due to Combat Support Training Center (CSTC)/Regional Training Centers (RTC) standup occurred Fall 07.
  - Changes in projected trainee populations and validation methods due to Army Initiative (AI) #4, and Post- to Pre-Mob Training (PPMT) initiatives occurred during Fall 07.
  - Current OPTEMPO data represents "IRAQFORGEN" not 5-yr ARFORGEN.

- **Assumptions:**
  - By FY 2010 forces will be operating under a Presidential Reserve Call-Up (steady state ARFORGEN) rather than partial mobilization.
  - Any approved training strategy would be resourced and implemented to provide deployment validated AR force packages.
  - AR training support equipment and personnel are adequate to meet deployment validation requirements.
  - Institutional individual training requirements will not change across alternatives.
  - AR force structure will remain the same regardless of alternative.

Methodology Phases

Research

CATS, ARTS, 5-yr TNG Plan
- Identify Requirements
- Assess Adequacy

ARTS, 5-yr TNG Plan
- Decompose Army Campaign Plan Requirements
- Develop Alternative

ARTS, 5-yr Plan
- Develop 6-year strategy

Verified MOMs/MOEs

Requirements, Capabilities, Shortfalls

6-yr TNG Plan

Analysis

5- & 6-yr TNG Plans
- Compare training strategies & capabilities
- Link Op Outcome to Resources

5- & 6-yr TNG Plans
- Cost Analysis of Alternatives

Operational Outcomes Comparison

Resource Cost Comparison

Findings

Research/ Analysis
- Emerging Results
- Integrate/ present findings
- Final Report

Sponsor insights/ comments

Key Participants
- TRAC-LEE/TRAC-WSMR
- HQDA G3/5/7
- AR PA&E
- AR G7

Legend

Input/Considerations

Process / Activity

Output / Result

MOMs: Measures of Merit; MOEs: Measures of Effectiveness

Current Five-Year ARTS

- Existing 5-year training plan reflects general expectations for commanders to execute Mission Essential Task List (METL)-based, increasingly collective training per command discretion.
- Major collective CS/CSS training events in Ready years occur at CSTC/RTC locations.
- Army training gate definitions are not "mandatory." Discretion means main unit training gate is validation to AVAILABLE.
- Final version (DEC 2007) changes "Ready-1" to replace "R/T-3." ARTS Ready definition is not necessarily aligned with ARFORGEN Ready.
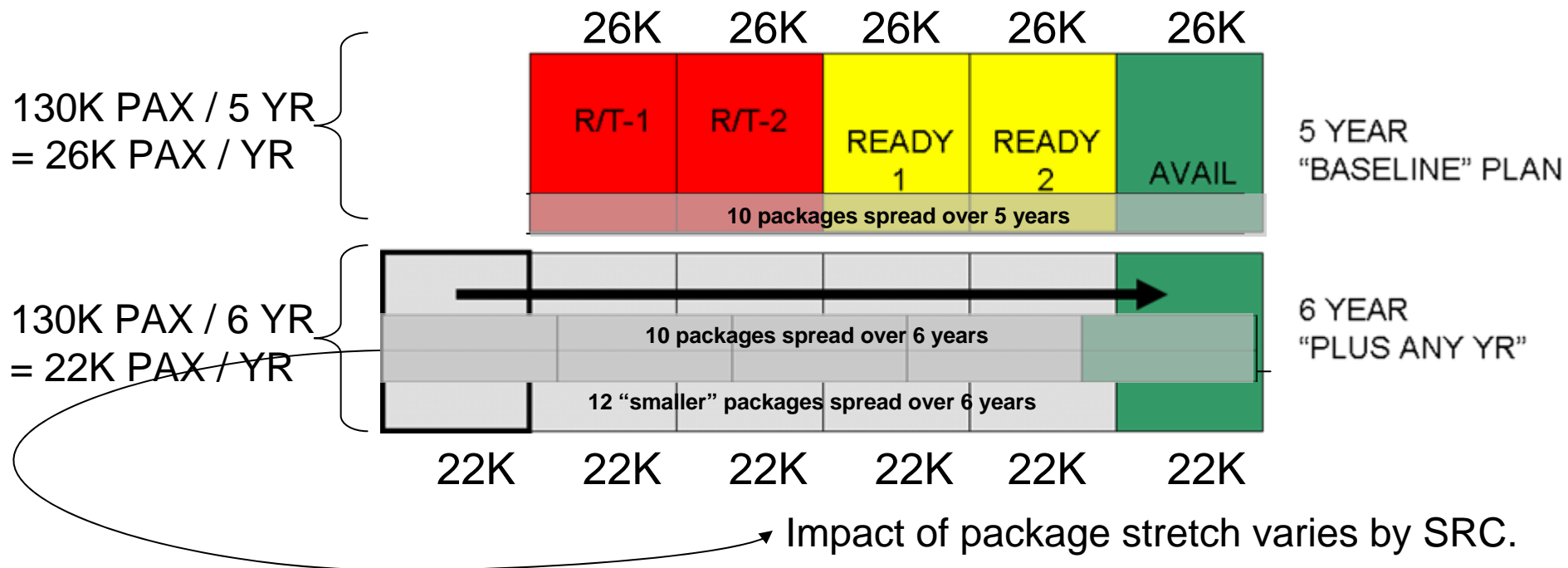

- **Existing ARTS and Command Training Guidance (CTG) have now been published.**
- **5-year cycle is generally well-defined, but specific events are not mandated.**
- **Follow-on project with AR G-7 was begun, to outline specific training menu requirements by Standard Requirements Code (SRC).**

Forces Provided to the Combatant Commander

- Adding a year without adding end strength and without improving Mission Responsibility Time (MRT) will stretch the same forces across more time, resulting in fewer (16.7%) forces provided to the combatant commander or force packages extended above 12 months.


130K PAX / 5 YR = 26K PAX / YR

26K   26K   26K   26K   26K

R/T-1   R/T-2   READY 1   READY 2   AVAIL

10 packages spread over 5 years

5 YEAR "BASELINE" PLAN

130K PAX / 6 YR = 22K PAX / YR

10 packages spread over 6 years

12 "smaller" packages spread over 6 years

6 YEAR "PLUS ANY YR"

22K   22K   22K   22K   22K   22K

Impact of package stretch varies by SRC.

- **The main effect of going to a sixth year is that "dividing by six" is functionally equivalent to reducing operational tempo.**

## Training Impacts of Adding R/T or READY Year

- Moving from 5 to 6 years adds more training "<u>time</u>," but not training "<u>infrastructure</u>."
- Student population decreases 17% in most years, but <u>increases</u> 69% in the duplicated year.
- If 5-year plan is adequate, adding a sixth year creates a need for sustainment of skills.
- Same training takes place earlier in the cycle. If the year is added four years before available phase, some training is perishable.
- All-volunteer Force (AVF) may require annual training AT regardless of requirement for pay purposes.

- Additional ARFORGEN ready year adds (by definition of Ready) requirements to take extra measures to account for regular attrition of personnel and skill perishability.
- The National Guard (NG) 6-year rotational model includes two READY years. Moving to 6-year plan to match NG would conflict with current NG movement to 5-year cycle.
- Final ARTS signed DEC 07 has two R/T years and two Ready years.

Same 3 years of Training, but <u>earlier.</u>   Skills must be held for **_two_** years.
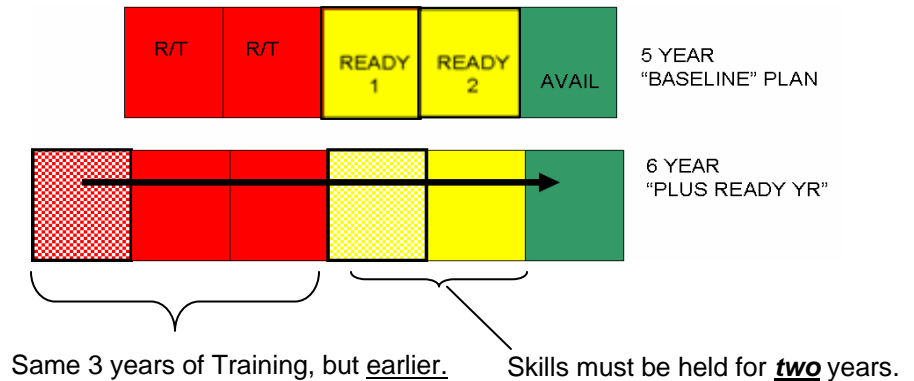
- **Infrastructure is impacted differently depending on which year is duplicated.**
- **Key 6-year concerns: skill perishability, PAX attrition, and need for AT event.**

Post to Pre-Mobilization Training (PPMT) Initiative

- PPMT process shifts additional training workload to Ready phases to expand the MRT window.

- Movement will shift impacts to pre-mob training facilities (USAR).

- Current infrastructure may not necessarily support additional PPMT requirement.

- Upon mobilization, First Army validates Deployment Expeditionary Force (DEF) units on 160 theater tasks.

- Currently, separate training certification/validation occurs with both OCAR and First Army, in some cases certifying/validating the same skill twice. PPMT changes have sought to eliminate separate validation of some tasks.

- New Publication: HQDA EXORD 150-08 Reserve Component Deployment Expeditionary Force Pre- And Post-Mobilization Training Strategy.
  - Contentious terms defined.
  - Further change guidance is anticipated 3QFY08.
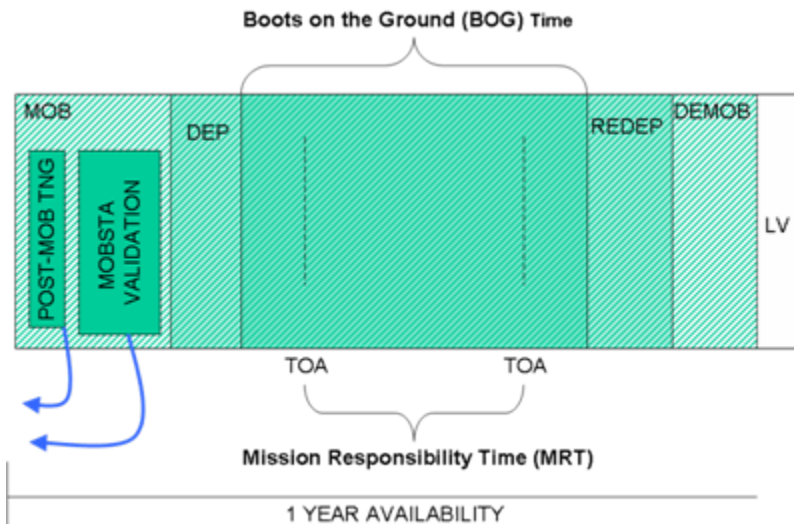
- **PPMT improves force provision… if you have pre-mob tng resources for it.**
- **Distinguish between PPMT impacts and extra year impacts.**

Findings and Recommendations

- **Benefits of PPMT strategy are promising, but still largely unmeasured.**
  - **Continue to measure impact of PPMT on training and force provision.**
- **Measurement and quantification of specific Reserve training requirements are made more complex by lack of mandatory events, by failure to fully integrate Reserve and Active training strategy language, and by changing requirements, such as addition of the PPMT strategy.**
  - **Continue to establish relationship between training resources and training cycle, especially as operational tempo fluctuates. Reserve training strategy requirements (i.e., ARTS) must be coherently and specifically defined and translated, either implicitly or explicitly, into an integrated CS/CSS training strategy (in CATS) in order to generate funding requirements.**
- **Understanding of PPMT is not widespread at action officer level.**
  - **Maximize PPMT implementation.**
- **Progress has been made in integrating common definition of terms, but potential for improvement remains.**
  - **Be clear about what AR "Ready" means versus ARFORGEN definition of Ready.**

What did this study affect?

- Identified key considerations in 5-year ARTS implementation decisions. Identified mandatory gates between training years.

- Pushed AR G-7 implementation of detailed menu training options with mandatory collective gated events listed by SRC.

- Identified key training costing efforts and status of each.
  - Helped identify status of CACI-led Training Resource Model (TRM) "bottom up" cost estimate process that will employ CATS templates.
  - Total Army Training Capability (TATC) estimate with AR G-7 inputs.
  - Army Initiative #4 POM Submission.
  - CAA CS/CSS costing efforts.

- Identified and gathered disparate current information on the state of AR Integration, Training, and Transformation to integrate future analyses.
  - Identified sources of guidance and expertise and created "compendium" of relevant information.
  - Coordinated with Consortium of ARFORGEN Analysis, Modeling, and Simulation (CAAMS) to gauge extent of AR participation in the ARFORGEN Synchronization Tool (AST).
  - Identified other Knowledge Management tools and data repositories.

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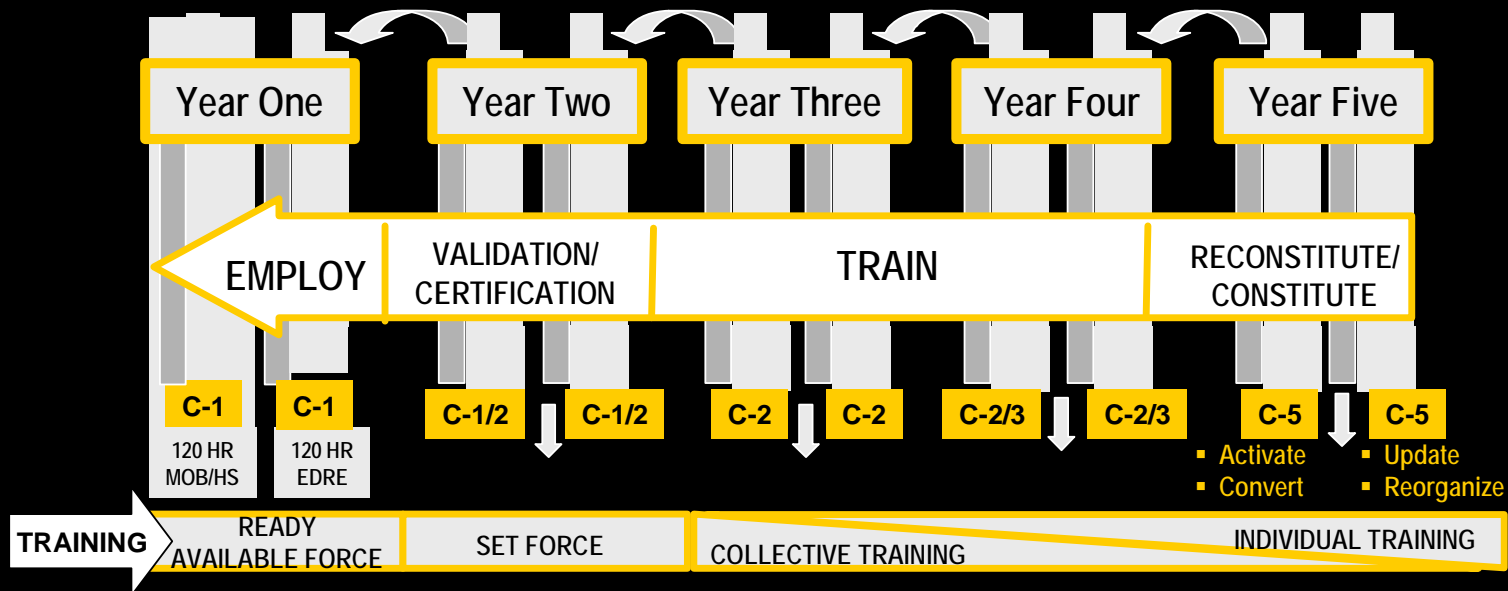
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Backup Slides
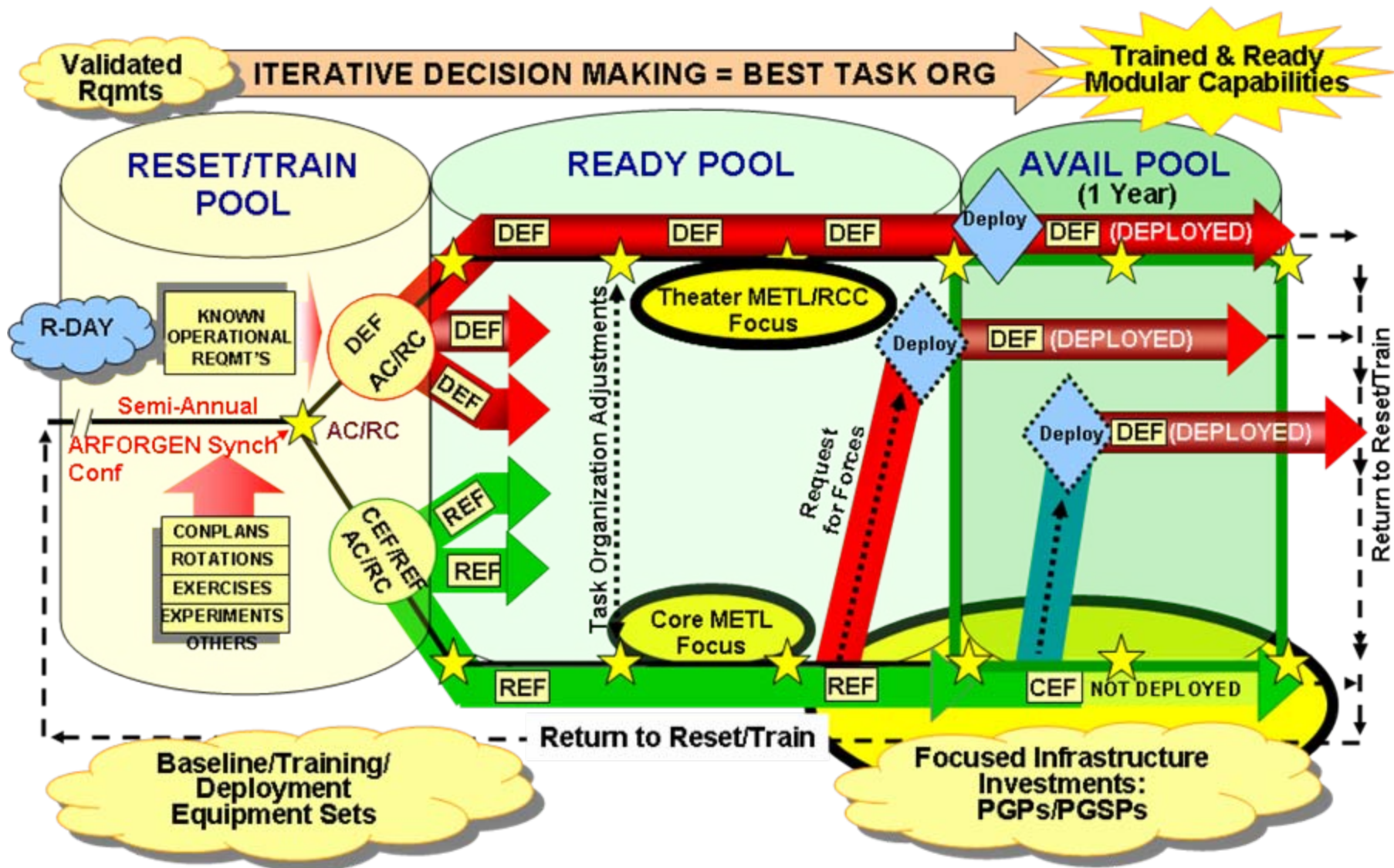
Review of Army Reserve Expeditionary Force (AREF)

Army Reserve Expeditionary Packages

OPERATING FORCE
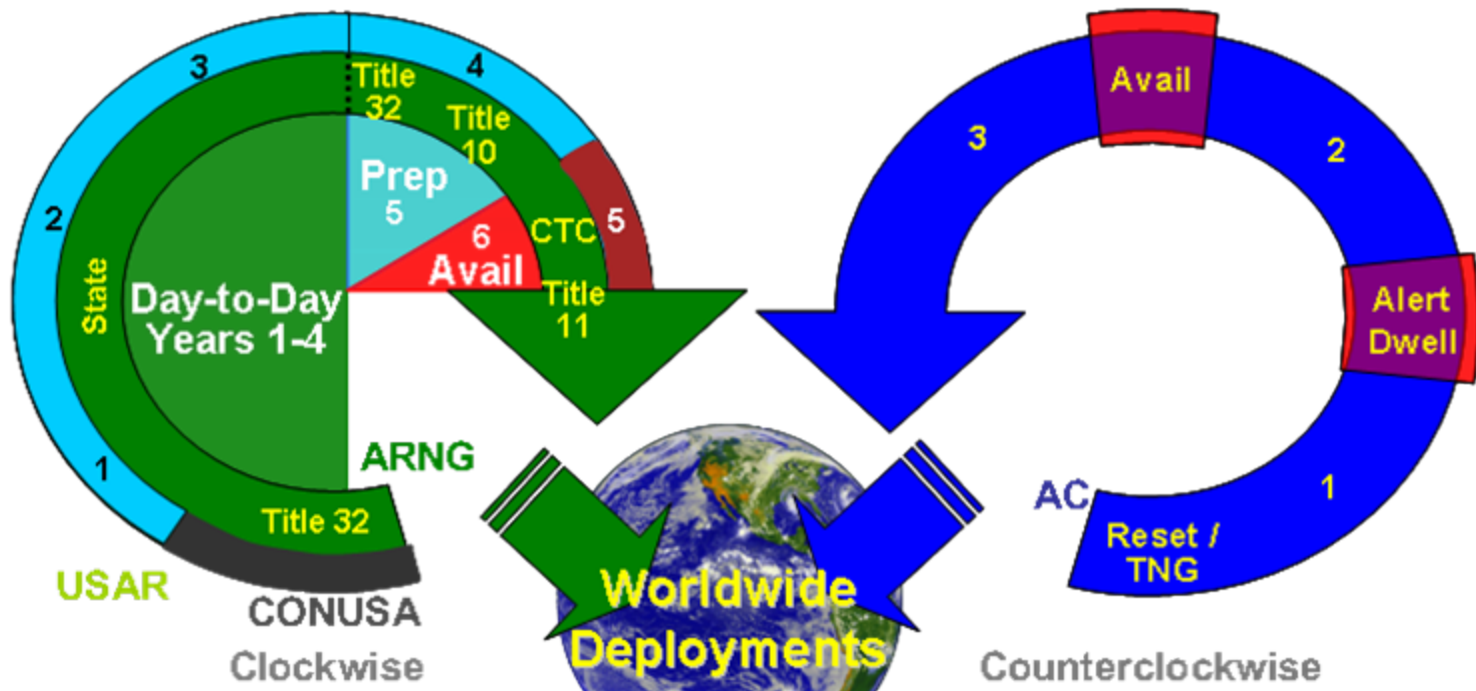
Resources and equipment level dictated by package

Year One	Year Two	Year Three	Year Four	Year Five

EMPLOY | **VALIDATION/ CERTIFICATION** | **TRAIN** | **RECONSTITUTE/ CONSTITUTE**

C-1	C-1	C-1/2	C-1/2	C-2	C-2	C-2/3	C-2/3	C-5	C-5
120 HR MOB/HS	120 HR EDRE								

- Activate
- Convert
- Update
- Reorganize

TRAINING

READY AVAILABLE FORCE	SET FORCE	COLLECTIVE TRAINING	INDIVIDUAL TRAINING

ARFORGEN

AREF Synchronized with ARFORGEN

Study Issues / EEAs

Issue 1 – What is the impact of the OSD imposed mobilization and dwell times on operational training?

Issue 2 – What is the impact of each alternative on the force capabilities provided to Combatant Commanders?

EEA 1 – Is the current 5-year training strategy adequate to support the Army Campaign Plan?

EEA 2 – What resources are required to execute the 5-year training strategy?

EEA 3 – What are the force capabilities provided by a 5-year operational force?

**EEA 4 –** What resources are required to execute the 6-year training strategy?

EEA 5 – What are the force capabilities provided by a 6-year operational force?

EEA 6 – What changes are necessary to convert the 5-year training strategy to a 6-year training strategy?

Information gathered will <u>inform</u>, not <u>answer</u> EEA.

PPMT: Post- to Pre-Mob training

- 1A memo lists 160 tasks proposed for move to pre-mob.

- Shift "expands the MRT window."

- Post-Mob training time may vary by SRC.

- Assume 9-month MRT in lieu of data.

- Movement will shift impacts to pre-mob training facilities (USAR).
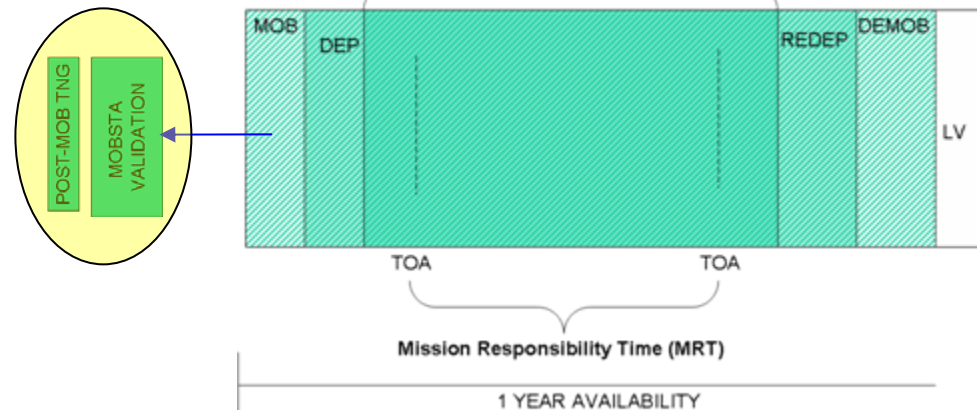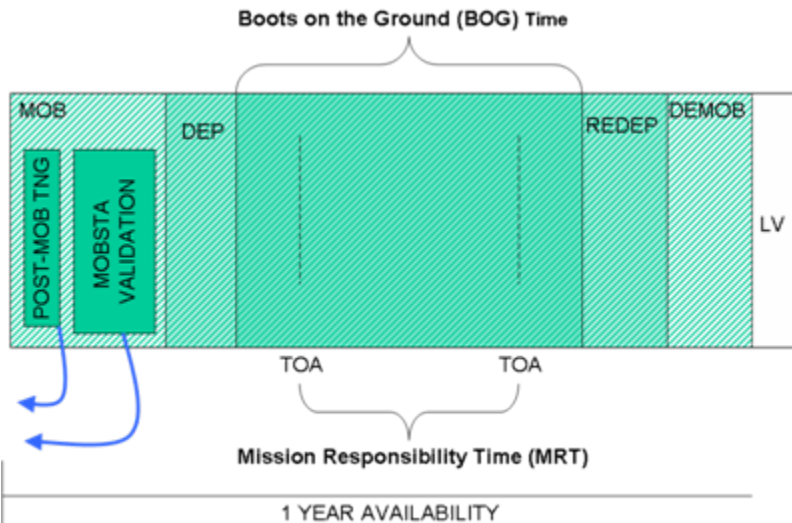
Training and Validation Details

- PPMT process shifts unquantified additional training workload to RESET/TRAIN and READY phases.
- Separate validation occurs by both OCAR and First Army, in some cases validation of the same skill by two different organizations.
  - Post- to Pre- mob training changes have sought to change separate validation of some tasks.
  - Several IPRs between 1A and OCAR mandated intent to minimize this duplication.
  - Legal precedent exists for pre-mob validation to be conducted by 1A.
- Training resources.
  - Current CTC sites (NTC, JRTC, JMRC, BCTP) have limited O/C and other capability to meet Reserve CS/CSS unit demand for gated training events (WAREX and CTC-like training), especially for EAB units.
  - Several initiatives exist to provide CTC-like capability (CSTC, ETC) and other capability for CS/CSS units.
  - Training resources may change by 2011 due to BRAC, ARC2, and other initiatives.
- Currently there are several sources for data on training, training resources, validation, and force packaging information.
  - Existing CACI-led budgeting and training resource modeling (TRM) process appears to incorporate mechanisms for ensuring that training capability is identified and resources allocated to meet these requirements, but these processes are not mature enough to produce useable data.

5-Year Training Requirements by Year

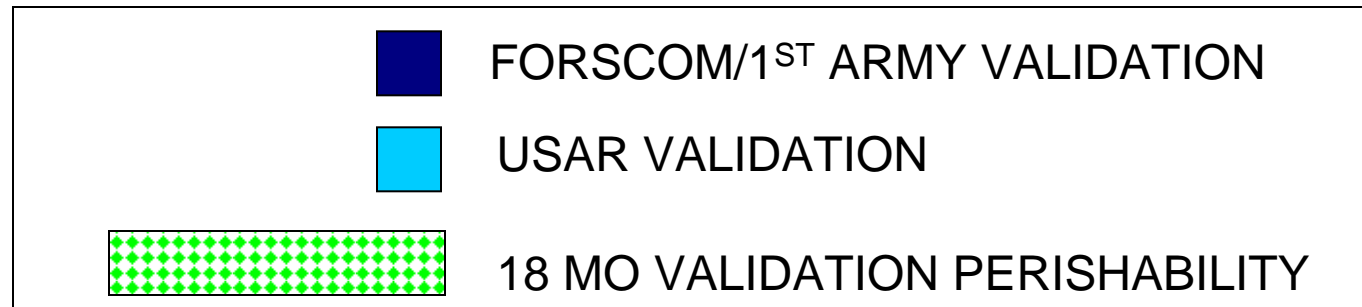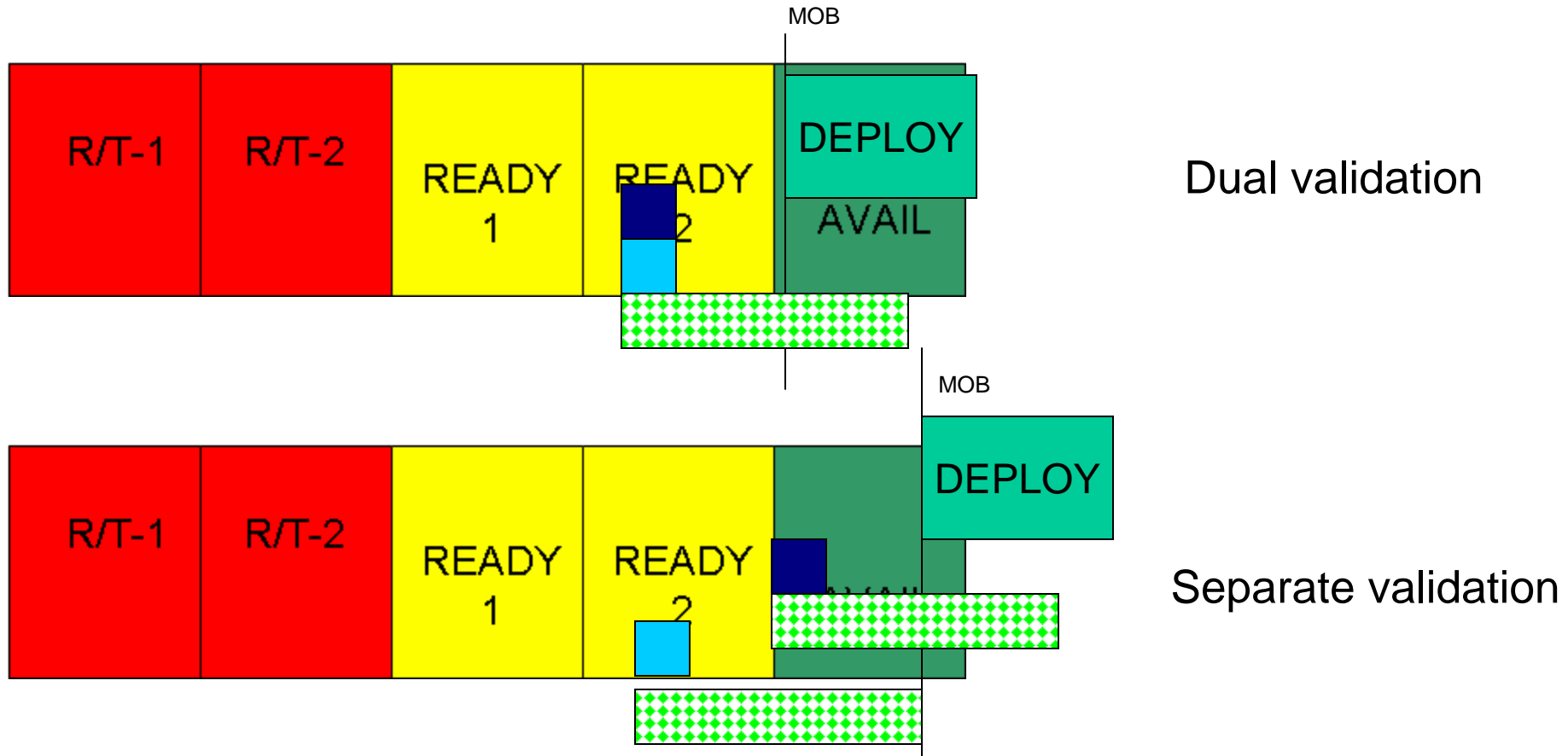|	Year: R/T-1	R/T-2	R/T-3	Ready/DEF	Available
Focus	Individual Training and Leader Development	Low competitive Individual , Collective, and Battle Staff Training	WAREX or equivalent event (that prepares for CTC-level training event)… competitive tactical, multifunctional multiechelon collective event.	Collective training emphasis on tactical skills in a highly competitive environment as a deployment package	
Priority		DMOSQ and leader qualifications (OES, WOES, NCOES, CSC, PCC)	Complete ~~DMOSQ~~ and leader qualifications	Complete IT	
AT	14 Days	15 Days	??? 21 days which may or may not be AT???	??? 29 Days active training dayts which may or may not be AT???	??14 Days Active training which may or may not be AT??? Other available pre-mob training days depending on Mob date
DMOSQ	Goal = 75%	Goal = 85%	Goal = 90%	Goal = 95%	Standard is 100% (limited reassignment as necessary to meet standard)
Other Notes	As capable, low level collective training	Branch focused collective training… functional exercises Bn and above staffs … battlestaff training through 75 BCTD	Initial battle staff training (Bn and above staffs may participate in a WAREX). CP and MDMP training through 75th BCTD followed by platoon level collective training under company control = WAREX or other G7-approved event	IDT??? TSIRT and other IT at ARCs, LTAs or … Regional Training centers (RTC) To extent possible, NTC or JRTC or CTC-like equivalent **Battle Staff Training:** **DEF –** 75 BCTD-supported MDMP seminar and ABCS integration training **CEF-** 75 BCTD-supported MDMP Seminar M-180 Days assessments	IDT: TSIRT … TSIRT can be accomplished by DL prior to mob **Battle Staff Training:** **DEF –** validation event through MRE supported by 1st Army at mob station **CEF-** sustainment training through 75 BCTD-supported MDMP Seminar
Move to next phase when:	65% DMOSQ	75% DMOSQ T-3 P proficiency for all platoon and below tasks	80% DMOSQ T-2 P proficiency for co. level or at level organized. All 160 METL trained during first three years following redeployment.	92% DMOSQ T-2	100% DMOSQ Leader qualifications Company teams minimum of P proficiency for all METL tasks

This slide is based on ARTS v12; it does not reflect subsequent ARTS revisions. Collective training events (WAREX or CTC-like) are SRC dependent and are not dictated by the ARTS or follow-on CTG.

6-Year Training Requirements by Year

Year:	R/T-1	R/T-2	R/T-3	Extra Year	Ready/DEF	Available
Focus	Individual Training and Leader Development	Low competitive Individual, Collective, and Battle Staff Training	WAREX or equivalent event (that prepares for CTC-level training event)… competitive tactical, multifunctional multiechelon collective event	WAREX or equivalent event (that prepares for CTC-level training event)… competitive tactical, multifunctional multiechelon collective event	Collective training emphasis on tactical skills in a highly competitive environment as a deployment package	
Priority		DMOSQ and leader qualifications (OES, WOES, NCOES, CSC, PCC)	Complete DMOSQ and leader qualifications	Complete DMOSQ and leader qualifications	Complete IT	
AT	14 Days	15 Days	???21 days which may or may not be AT???	???21 days which may or may not be AT???	??? 29 Days active training dayts which may or may not be AT???	??14 Days Active training which may or may not be AT??? Other available pre-mob training days depending on Mob date
DMOSQ	Goal = 75%	Goal = 85%	Goal = 90%	Goal = 90%	Goal = 95%	Standard is 100% (limited reassignment as necessary to meet standard)
Other Notes	As capable, low level collective training	Branch focused collective training… functional exercises Bn and above staffs … battlestaff training through 75 BCTD	Initial battle staff training (Bn and above staffs may participate in a WAREX). CP and MDMP training through 75th BCTD followed by platoon level collective training under company control = WAREX or other G7-approved event	Initial battle staff training (Bn and above staffs may participate in a WAREX). CP and MDMP training through 75th BCTD followed by platoon level collective training under company control = WAREX or other G7-approved event	IDT??? TSIRT and other IT at ARCs, LTAs or … Regional Training centers (RTC) To extent possible, NTC or JRTC or CTC-like equivalent Battle Staff Training: DEF – 75 BCTD-supported MDMP seminar and ABCS integration training CEF- 75 BCTD-supported MDMP Seminar M- 180 Days assessments	IDT: TSIRT … TSIRT can be accomplished by DL prior to mob Battle Staff Training: DEF – validation event through MRE supported by 1st Army at mob station CEF- sustainment training through 75 BCTD-supported MDMP Seminar
Move to next phase when:	65% DMOSQ	75% DMOSQ T-3 P proficiency for all platoon and below tasks	80% DMOSQ T-2 P proficiency for co. level or at level organized. All 160 METL trained during first three years following redeployment.	80% DMOSQ T-2 P proficiency for co. level or at level organized All 160 METL trained during first three years following redeployment.	92% DMOSQ T-2	100% DMOSQ Leader qualifications Company teams minimum of P proficiency for all METL tasks

There is vehement disagreement about this slide.
Do you add a major collective training event, or not?

Validation/Certification: Time-based vs. Event-based

MOB

| R/T-1 | R/T-2 | READY 1 | READY 2 | DEPLOY |
| | | | | AVAIL |

Dual validation

MOB

| R/T-1 | R/T-2 | READY 1 | READY 2 | DEPLOY |

Separate validation

FORSCOM/1ST ARMY VALIDATION

USAR VALIDATION

18 MO VALIDATION PERISHABILITY

Levels of Mobilization

- **Presidential Reserve Call-up (PRC).**
  The President has the authority to involuntarily augment the active forces by a call-up of up to 200,000 members of the selected reserve for a period up to 270 days to meet mission requirements within the continental United States (CONUS) or overseas. The President must notify Congress within 24 hours and state the reason for his action.

- **Partial Mobilization.**
  The President has the authority to mobilize no more than 1,000,000 reservists (units and individuals from all services), for 24 months or less, and the resources needed for their support to meet the requirements of war or other national emergency involving an external threat to national security.

- **Full Mobilization.**
  Congress must declare that a state of national emergency exists to call up all forces, including Army Reserve and Army National Guard units, Individual Ready Reserve, Standby Reserve, and members of the Retired Reserve, and the resources required for their support. The duration is the length of the emergency plus six months.

- **Total Mobilization.**
  Once a state of national emergency exists, Congress can extend full mobilization by activating and organizing additional units beyond the currently approved force structure. Total mobilization brings the industrial base up to full capacity to provide the additional resources, equipment and production facilities needed to support the armed forces of the nation, as done in World War II.

Source: http://www.army.com/enlist/reserve-mobilization.html

# More Information on Related Study Specific Initiatives

- **One Year Mob memos.**
  - Limits USAR involuntary deployments to 1:5.
  - Excludes individual skill tng for deployment.
  - Excludes post-mob leave.
  - Excludes voluntary tours.
  - Managed 'primarily' on unit basis.
- **CSTC standup.**
  - Validation resources being added at Reserve centers.
  - May be used by other components or services requiring CTC-like CS/CSS-focused events.
  - GAO report re: explicit training requirements.

- **Reduction of Post-Mob training (RPMT).**
  - Now called PPMT Post- to Pre-Mob Training.
  - 160 METL (GENTEXT).
  - Training gates shifting.
  - MRT expanding.
  - Training occurs at RTC with 1Army in supporting role prior to validation.
- **AI # 4 Transition the RC to an Operational Force.**
  - 2011 end strength being added above and beyond TAA levels.
  - What number to use as end strength (130K).
  - AI 4 team struggled to define "Operationalize."

Recent Data, Resources, and Document Changes

- **DoD "1:5" Memos – JAN/MAR 07.**

- **AR 350-1 – AUG 07.**

- **Army Strategic Guidance JUN 07.**

- **2007 Army Reserve Posture Statement.**

- **Draft 13 of Army Reserve Training Strategy (ARTS).**

- **2006 QDR (1-4-2-1?).**

- **ARC2 realignment by 2011.**

- **FORSCOM OIF Training Guidance.**
  - **GENTEXT v9 …**
  - **FORSCOM Training Guidance For Follow-on Forces Deploying ISO Operations In Southwest Asia (SWA).**

> **Assume 2011 force under "Steady State ARFORGEN" with planned BRAC and other TRANSFORMATION modifications to include CSTCs.**
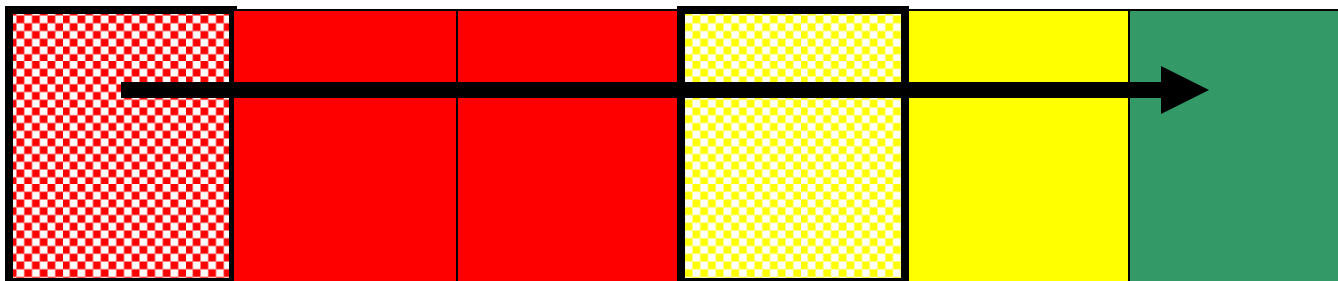
Summary: Defining Sixth Year Phase

R/T	R/T	R/T	READY	AVAIL
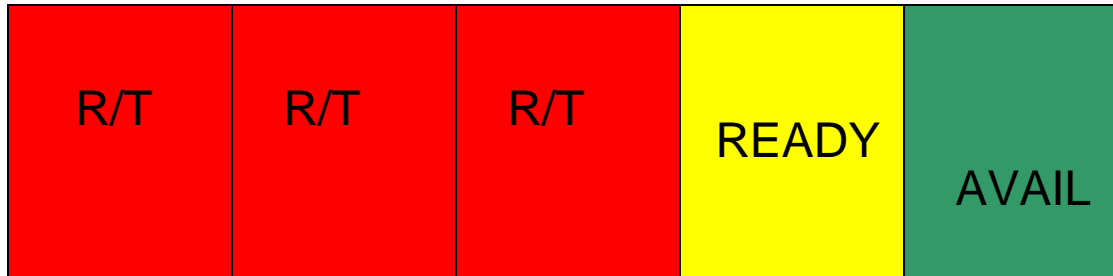
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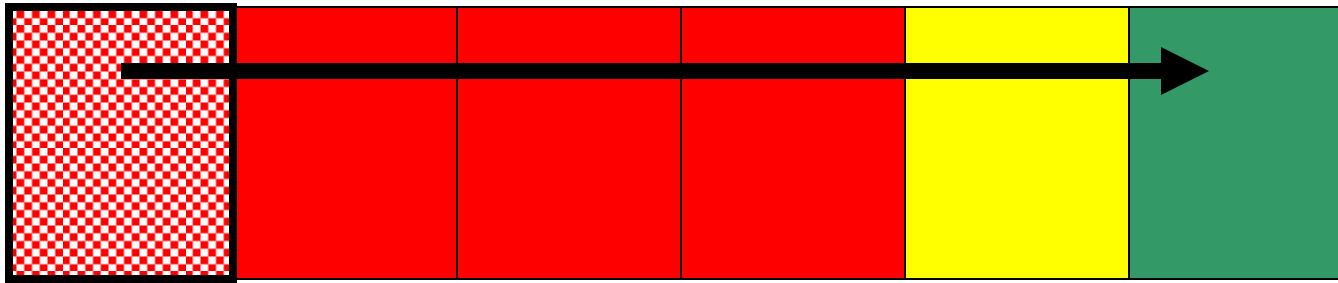
6 YEAR "PLUS R/T YR"

6 YEAR "PLUS READY YR"